

## EMPLOYMENT EQUITY PLAN (EEP)

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UBUNTU MUNICIPALITY

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# 1. INTRODUCTION

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## **1.1 Preparation of the Employment Equity Plan (EEP)**

1.1.1 The Employment Equity Act, No. 55 of 1998 (the Act) requires the Municipality of UBUNTU to prepare an Employment Equity Plan (EEP).

1.1.2 This Employment Equity Plan (EEP) has been prepared in terms of the requirements set out in section 20 (1).

1.1.3 The employment policies and practices of the municipality have been evaluated and specific actions were recommended to ensure that equal opportunity and fair treatment would be promoted through the elimination of unfair practices and the implementation of affirmative action measures.

1.1.4 The municipality's new organisation structure has just been finalised; this EEP is therefore based on the current position and has to be amended as soon as the organisational re-structuring and placements are finalised.

## **1.2 Period of 5 years**

1.2.1 The EEP has been developed for a 5 year period, namely from 2012 to 2017. The Municipality will report on progress each year as per the Act and will regularly review and update the Plan as required.

## **1.3 Consultation**

1.3.1 It is important that the EEP should reflect the collective vision of the staff of the Municipality. The Municipality therefore established the EE Consultative Forum. The EE Consultative Forum comprises representatives from across the Municipality as well as employee organisations and will be the structure to assist the Municipal Manager and the Council in monitoring progress on the implementation of the Plan.

1.3.2 The EE Consultative Forum was consulted in the development of this EEP; specifically in regard the analyses of the employment policies and practices, the workforce profile and the preparation of this EEP and report.

## **1.4 Implementation**

1.4.1 The implementation of the EEP and ensuring that the Plan is properly followed through lies with the municipality. The Plan is an internal "working document" and should be used as such.

## **1.5 Assigned Manager**

1.5.1 The "**Manager: Corporate Services**" is the assigned manager in terms of section 24 of the Act.

- 1.5.2 The responsibilities of the assigned manager are to implement and monitor the EEP. The employer must take reasonable steps to ensure that the assigned manager perform his functions and should provide him with the authority or mandate and means (“budget, resources”).

## 2. VISION AND OBJECTIVES

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### 2.1 *Vision and Strategic Objectives of the Municipality*

**2.1.1 Vision:** “The provision of efficient, sustainable and affordable services to the inhabitants of Ubuntu within a safe environment”

#### 2.1.2 *Strategic Objectives:*

- “Spatial and Land Reform Goals
- Socio-economic Goals
- Infrastructural Goals
- Economic Goals
- Institutional Goals”

2.1.2 The EEP has been compiled with the above vision and strategic objectives of the municipality in mind to ensure that the Plan should also be supportive to the achievement of the municipality’s objectives.

### 2.2 *Vision, Objectives, Values and Principles regarding Employment Equity*

#### **Our Vision**

The Municipality’s vision for Employment Equity is to maximize the benefits of diversity, equal opportunity and fair treatment of employees, to maximize growth of employees so that the Municipality delivers a high quality service to the people of Metsimaholo, particularly the poor and those historically disadvantaged.

#### **Our Objective**

The Municipality is committed to achieving equity in the workplace by promoting equal opportunity and fair treatment in employment. To this end, the Municipality aims to eliminate all unfair discrimination and implement Affirmative Action measures to redress the disadvantages in employment experienced by designated groups and to ensure their equitable representation throughout the workforce.

#### **Our values and principles underpinning our Employment Equity Plan**

Respect for all individuals in the Municipality.

Belief that diversity is strength and that we can make an important contribution to achieving the objectives of the Municipality.

Belief in taking proactive measures in the employment of designated groups.

The principle of merit will be fundamental in the implementation of the plan.

A belief in the principle of redress whereby preferential treatment will be accorded to people from designated groups.

A belief that the process must be participatory and transparent underpinned by effective communication cost effectiveness, productivity and improved service delivery.

Belief that a learning environment should be created and sustained at all times.

A belief in unity and diversity.

### 3. SITUATIONAL ANALYSIS

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#### 3.1 Sources of information

The EEP has drawn on a number of sources to guide the strategies and activities set out in the Plan. These include:

- Qualitative survey
- Payroll
- Analysis of employee statistics

The Municipality will take further steps in establishing suitable data collection and analysis for monitoring and evaluating the effectiveness of the Employment Equity Plan.

#### 3.2 Profile of workforce

Table 1: Summary of workforce profile

Occupational Categories	Male				Female				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	1	2						1	4
Professionals									
Technicians and associate professionals		1			2	2			5
Clerks	2	2		3	1	5		1	14
Service and sales workers									
Skilled agricultural and fishery workers									
Craft and related trades workers		3		2					5
Plant and machine operators and assemblers	3	9		1					13
Elementary occupations	10	38			1	3			52
<b>TOTAL PERMANENT</b>	<b>16</b>	<b>55</b>		<b>6</b>	<b>4</b>	<b>10</b>		<b>2</b>	<b>93</b>
Non – permanent employees									
<b>TOTAL</b>									

3.1 Table 1 provides a summary of the profile of the workforce in the Municipality per occupational category.

3.2 The employee profile as reflected in Table 1 reveals the following:

- Compared with the **demographic statistics** of the Northern Cape province (1996 statistics), the representivity of the designated groups are not aligned with that of the provincial profile; eg

	<b>Northern Cape Provincial Demographics</b>	<b>Ubuntu Municipality</b>
<b><u>Race</u></b>		
African	33 %	20 %
Coloured	52 %	71 %
Indian	2 %	-
White	13 %	9 %
<b><u>Gender</u></b>		
Male	49 %	85 %
Female	51 %	15 %

- The **staff profiles** of the different occupational categories compare as follows:

	<b>National Staff Profile (1996 statistics) (500-1499 Employees)</b>				<b>Ubuntu Municipality</b>				
<b><u>By Race</u></b>	African-Indian-Coloured-White				African-Indian-Coloured-White				
Senior manager	8%	5%	5%	82%	-	-	-	100%	
Professionals	18%	7%	7%	68%	-	-	-	-	
Technicians & Ass	28%	5%	17%	50%	40%	-	60%	-	
Clerical	27%	13%	15%	45%	28%	-	50%	22%	
Service Workers	46%	7%	21%	26%	-	-	-	-	
Agricultural	-	-	-	-	-	-	-	-	
Craft & Trades	40%	6%	28%	26%	-	-	50%	50%	
Operators	63%	1%	28%	8%	23%	-	69%	8%	
Labourers	86%	2%	10%	2%	18%	-	82%	-	
<hr/>									
<b><u>By Gender</u></b>	<b>Male</b>		<b>Female</b>		<b>Male</b>		<b>Female</b>		
Senior managers	75%		25%		50%		50%		
Professionals	46%		54%		-		-		
Technicians & Ass	62%		38%		20%		80%		
Clerical	34%		66%		56%		44%		
Service Workers	55%		45%		-		-		
Agricultural	-		-		-		-		
Craft & Trades	91%		9%		100%		-		
Operators	76%		24%		100%		-		
Labourers	61%		39%		94%		6%		
<b><u>Total</u></b>	<b>54%</b>		<b>46%</b>		<b>85%</b>		<b>15%</b>		

Further tables on employee profiles are shown in the EEA 4 and EEA 2 forms. These have been included in the Municipality's Employment Equity Report to the Department of Labour.

### **3.3 Employment Policies and Practices**

The Municipality analysed the existing employment practices and policies to identify barriers to employment equity. The following points should be noted:

- (a) The Municipality recently completed the process of amalgamation and will finalise its human resource policies to align them with the vision and mission of the new municipality. The new policies will go a long way towards eliminating the barriers to employment equity.
- (b) In a number of instances, it is the way in which policies are applied, i.e., the practices rather than the policies themselves that present barriers to employment equity.
- (c) Some policies and procedures affect employees in the designated groups as well as employees in the non-designated groups. While the Municipality's Employment Equity Plan focuses on designated groups, the Municipality is of the view that addressing policies and procedures that have a negative impact on all employees is also necessary for building a positive organization culture that supports employment equity.

The following barriers were identified during the analysis.



## UBUNTU Employment Equity Plan

### Barriers that were identified during the Qualitative Analysis

Activity	Barrier	Corrective Measure	Accountability	Timeframe	Progress Indicators
<b>Recruitment Procedure</b>	No structured process for recruiting employees from designated groups.	Recruitment Drives: Policy should be drafted for Council to be considered. Report should include experiential training.	Manager Corporate Services	31 September 2012	Number of designated applicants vs. the number of non-designated applicant.
<b>Advertising</b>	No formal policy	Draft policy: <ul style="list-style-type: none"> <li><input type="checkbox"/> Internal v External</li> <li><input type="checkbox"/> Who decide on content</li> <li><input type="checkbox"/> Where will be advertised</li> <li><input type="checkbox"/> Language of advertisement</li> <li><input type="checkbox"/> In which media will be advertised</li> <li><input type="checkbox"/> Powers of appointment in terms of post levels</li> </ul>	Municipal Manager	31 September 2012	Number of designated applicants vs. the number of non-designated applicants
<b>Job Classification and Grading</b>	Current job descriptions should be reviewed in order to comply with the new approved TASK system	Review all job descriptions for: <ul style="list-style-type: none"> <li><input type="checkbox"/> Unnecessary qualifications</li> <li><input type="checkbox"/> Inherent requirements of the job should be clearly identified</li> </ul> As soon as the council implements new organograms a general job evaluation will be done. Job evaluation will be done in terms of the agreed SALGBC system	Manager Corporate Services Heads of Departments	30 October 2012	Job Descriptions that is outcome based compiled for all posts.

Activity	Barrier	Corrective Measure	Accountability	Timeframe	Progress Indicators
<b>Remuneration and Benefits</b>	No clear barriers were identified	Remuneration and benefits will be analyzed: <ul style="list-style-type: none"> <li>❑ Discrepancies identified and reported to council for consideration</li> <li>❑ The various salary and benefits of employees of the 4 previous towns will remain in place as determined by the establishment notice, until amended by the SALGBC</li> </ul>	Municipal Manager Manager Corporate Services	31 September 2012	Report to Council that shows that no bias exists.
	Lack of understanding of calculation of remuneration and benefits systems	Workshop on how remuneration is calculated. Continues communication in terms of section 29 of the BCEA	Manager Corporate Services and Financial Manager	31 September 2012	All employees attended workshops
<b>Work Environment</b>	Has not been evaluated yet	EE Committee must designate two members to visit all workplaces to evaluate the workplace for: <ul style="list-style-type: none"> <li>❑ Access for the disabled</li> <li>❑ Discrimination</li> <li>❑ Health and safety</li> <li>❑ Hygiene</li> <li>❑ Protective clothing</li> </ul>	Chairperson: EE Committee Chairperson: Health & Safety Committee	31 October 2012	Evaluation at the end of the year and report shows no discrimination exists.
<b>Succession and experience planning</b>	No human resources development plan exist	<ul style="list-style-type: none"> <li>❑ Skills audit of employees</li> <li>❑ Age analysis</li> <li>❑ Draft HRD plan</li> <li>❑ Identify specific recruitment initiative</li> <li>❑ Implement career pathing</li> </ul>	Manager Corporate Services SDF	31 October 2012	Human Resources Development plan that directs career management and succession planning.

Activity	Barrier	Corrective Measure	Accountability	Timeframe	Progress Indicators
		<ul style="list-style-type: none"> <li>❑ Develop mentoring programme</li> </ul>			
<b>Discipline and Disciplinary measures and Dismissals</b>	Employee perceptions is that only certain employees are disciplined and chairpersons and prosecutors not properly trained	<ul style="list-style-type: none"> <li>❑ Train Chairpersons</li> <li>❑ Train prosecutors</li> <li>❑ Train employees in disciplinary matters.</li> </ul>	Manager Corporate Services SDF	31 September 2012 Note: The SALGBC is in the process of rationalizing these processes	<ul style="list-style-type: none"> <li>❑ Number of employees who attended training.</li> <li>❑ Number of successful disciplinary cases</li> </ul>
<b>Corporate Culture</b>	According to the qualitative analyses the employees were of the opinion that the corporate culture is divided on the basis of race	<ul style="list-style-type: none"> <li>❑ Conduct survey to identify stereotyping, perceptions and other attitudes that might lead to unfair discrimination.</li> <li>❑ Implement diversity management programme. Programme to be run every six months after initial programme.</li> </ul>	Manager Corporate Services	28 February 2012	<ul style="list-style-type: none"> <li>❑ Number of employees who attended training.</li> <li>❑ Follow-up survey indicating improvement in corporate culture</li> </ul>
<b>HIV/Aids awareness</b>	Awareness program does not exist	Develop awareness program for employees and present to them. Coordinate activities and ensure all employees participate.	Manager Corporate Services Chairperson: Health & Safety Committee	31 October 2012	Awareness program accepted by the employer and the unions.
<b>Induction</b>	No induction programme exist	Develop induction programme. Present to all employees Present to all new employees	SDF	28 October 2012	Number of employees appointed v number of employees who actually attended induction

Activity	Barrier	Corrective Measure	Accountability	Timeframe	Progress Indicators
<b>Pre-employment testing</b>	No formal policy exists	Develop policy	Manager Corporate Services	28February 2012	Assessment criteria for each position on the organogram, that do not discriminate either directly or indirectly against any person
<b>Sexual Harassment</b>	No formal policy exist	Develop policy Adopt policy Implement policy Communicate policy to all employees	Manager Corporate services	28February 2012	Number of employees who attended the awareness sessions

## 4. POSITIVE MEASURES AND GOALS FOR EMPLOYMENT EQUITY

- 4.1 The broad goal of the Municipality is to achieve the kind of municipal service set out in Chapter 10 section 195(1)(i) of the Constitution, that is, *a municipality that is broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past to achieve broad representation.*
- 4.2 The **numerical goals** to be achieved by the Municipality by the end of 2008 are shown in the table below. The **point of departure** for the numerical goals is that at least 50% of the current provincial demographics (Northern Cape province) for the designated groups should be strived to.

Occupational Categories	Male				Female				Total	
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
Legislators, senior officials and managers	C: 0% G: 25%	C: 0% G: 50%		C: 50% G: 0%	C: 0% G: 0%			C: 50% G: 25%	C: 50% G: 75%	50% 25%
Professionals										
Technicians and associate professionals	C:0% G: 0%	C: 20% G: 20%		C: 0% G: 0%	C: 40% G: 20%	C: 40% G: 40%		C: 0% G: 20%	C: 20% G: 20%	80% 80%
Clerks	C: 22% G: 15%	C: 17% G: 20%		C: 17% G: 10%	C: 6% G: 10%	C: 33% G: 35%		C: 6% G: 10%	C: 56% G: 45%	44% 55%
Service and Sales workers										
Skilled Agricultural and Fishery workers										
Craft and related Trades workers	C: 0% G: 20%	C: 50% G: 50%		C: 50% G: 30%					C: 100% G: 100%	
Plant and Machine Operators and Assemblers	C: 23% G: 20%	C: 70% G: 65%		C: 7% G: 5%	C: 0% G: 5%	C: 0% G: 5%		C: 0% G: %	C: 100% G: 90%	0% 10%
Elementary occupations	C: 17% G: 15%	C: 77% G: 55%		C: % G: 5%	C: 2% G: 10%	C: 5% G: 15%		C: 0% G: %	C: 94% G: 75%	6% 25%

“C”: Current representation in Ubuntu’s staff establishment

“G”: Goal to be aimed at for representation

C: 85% 15%  
G: 65% 35%

4.3 Statistics were established on the economically active population of South Africa in terms of representivity, specifically that of the Northern Cape province. The current workforce profile was analysed and gaps determined. The Municipality's statistics were compared with the economically active workforce profile of the Northern Cape province to establish numerical targets for designated groups.

## Ubuntu Employment Equity Plan

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### Positive Measures for the Advancement of Designated Employees

Activity	Positive measure	Accountability	Timeframe for Measurement	Progress Indicator
<b>To eliminate barriers to entry to the Municipality by designated groups.</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review all job descriptions to eliminate qualification requirements that are not relevant to the job.</li> <li><input type="checkbox"/> Introduce new recruitment policy and procedures that are consistent with principles of employment equity</li> <li><input type="checkbox"/> Advertise vacancies in papers and other forums to which designated groups have access.</li> </ul>	Manager Services Corporate	Quarterly	Number of applications received from designated groups for an advertisement.
<b>To introduce Affirmative Action measures in selection and appointment of employees Recruitment</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Revise existing Affirmative Action policy</li> <li><input type="checkbox"/> Introduce differential advertising requirements according to level of post.</li> <li><input type="checkbox"/> Advertise all vacancies with Affirmative Action requirement</li> <li><input type="checkbox"/> Train officials and councillors</li> </ul>	Manager Services Corporate	Annually	Number of vacancies filled by designated groups

Activity	Positive measure	Accountability	Timeframe for Measurement	Progress Indicator
	in new recruitment procedures, to be accredited to serve on selection panels			
<b>To deal effectively with sexual harassment, racial harassment and verbal abuse</b>	<ul style="list-style-type: none"> <li>❑ Introduce policies and procedures on sexual harassment and racial harassment</li> <li>❑ Enforce swift disciplinary action against all transgressors</li> </ul>	Manager Services Corporate	Quarterly	Number of employees who attended training
<b>Education and Awareness</b>	<ul style="list-style-type: none"> <li>❑ Conduct workshops on employment equity awareness</li> <li>❑ Actively promoting and encouraging participation by employees in information sessions re: gender issues, persons with disabilities etc</li> </ul>	Manager Services Corporate	Ongoing	Number of employees who attended and participated in the workshop
<b>Accommodation</b>	<ul style="list-style-type: none"> <li>❑ Assess accommodation and make necessary adjustments to physical environment.</li> <li>❑ Make budgetary provisions for assistive devices and adjustments to office accommodation.</li> </ul>	Manager Services Corporate Manager Infrastructure Services	Quarterly	No complaints received with regard to accessibility of buildings
<b>Senior Management Involvement</b>	Inclusion of Employment Equity objectives in managers goals and operational plans as part of their human resource management accountability	Municipal Manager	Annually	Number of managers held accountable according to established objective

Activity	Positive measure	Accountability	Timeframe for Measurement	Progress Indicator
<b>Communication of the Ubuntu's Council's commitment to employment equity principles</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Communicate to all employees the Council's commitment.</li> <li><input type="checkbox"/> Make Equity Plan available to all employees</li> </ul>	Municipal Manager	Annually	Number of employees who accessed the plan.
<b>Employment policy, practices and procedures</b>	Conduct systems review every year of the plan	Manager Corporate Services	Annually	Review completed, results show no bias.
<b>Employment Equity Committee</b>	Supporting Employment Equity committee members by providing time for meetings and report back.	Municipal Manager	Quarterly	Level of participation and involvement.
<b>Promote a culture that values diversity in the workplace</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Conduct survey to identify stereotyping, perceptions and other attitudes that might lead to unfair discrimination</li> <li><input type="checkbox"/> Implement diversity management programme.</li> </ul>	Municipal Manager	Quarterly	Survey shows no discrimination.
<b>To introduce career management practices</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop career management programme that gives priority to African women and African men in the lower occupational levels</li> <li><input type="checkbox"/> Identify employees from designated groups who can be fast tracked for promotion</li> </ul>	Manager Corporate Services	Ongoing	Number of designated employees who have progressed in the organisation



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## **5. ROLES AND RESPONSIBILITIES**

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The roles and responsibilities with regard to the Employment Equity Plan are outlined below:

### **Council**

- Formally approves the plan.
- Monitors implementation.
- Ensures the development and implementation of the plan.
- Provides leadership by demonstrating personal commitment and support for the plan.
- Puts in place institutional mechanisms for effective and efficient implementation.
- Assigns responsibility and resources.
- Ensures integration of the plan into the municipality's strategic plan and operational plans.
- Ensures that objectives and targets are met.

### **Assigned senior manager (Manager: Corporate Services)**

- Responsible for monitoring and implementing the plan.
- Chairs the EE Consultative Forum.
- Ensures that aspects relating to barriers and positive measures are implemented.
- Ensures that appropriate records are kept.
- Ensures that training and development aspects of the plan are implemented.
- Ensure effective communication on implementation of the plan.

### **EE Consultative Forum**

- Assist the Council in monitoring progress with implementation of the plan.
- Advise the Council on matters relating to the implementation, blockages and corrective action to be taken.
- Provide information and advice to and obtain feedback from officials about the Plan.
- Review progress, assist in the preparation of the annual report to the Department of Labour and the revision of the Plan.

### **Managers**

- Responsible for implementing the plan within their respective components.
- Provide leadership by demonstrating personal commitment and support for the plan.

### **Employees**

#### **(a) From designated groups**

- Make constructive use of training and development opportunities.
- Make their views and concerns known to managers.
- Contribute actively to the achieving the goals of the Municipality and the transformation process.

#### **(b) From non-designated groups**

- Contribute actively to achieving the goals of the Municipality and the transformation process.
- Participate actively in the implementation of the Employment Equity Plan.

- Non-tolerance of discriminatory behavior and other behavior that undermine the achievement of the Employment Equity Plan.

## **6. COMMUNICATION STRATEGY**

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- 6.1 The Municipality has to develop a communication strategy to support the implementation and the monitoring of the Employment Equity Plan.
- 6.2 The key elements of the communication strategy should include:
- (a) Displaying of posters informing employees of the provisions of the Employment Equity Act.
  - (b) A copy of the Employment Equity Plan will be distributed to all employees.
  - (c) The Employment Equity Plan will form part of the induction programme for new employees.
  - (d) Staff meetings and monthly management meetings will also serve as a forum for communicating issues and progress on implementation of the Employment Equity Plan.
  - (e) The Consultative Forum will serve as an important two-way communication vehicle, bring staff issues to the attention of the Council and management, as well as providing information to staff on employment equity.

## **7. MONITORING, EVALUATION AND REPORTING**

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- 7.1 Monitoring, evaluation and reporting are key elements in the implementation of the Employment Equity Plan. To this extent the Employment Equity Consultative Forum will monitor the implementation of the plan on a regular basis through the holding of Employment Equity Consultative Forum meetings. The prime objective of the meetings will be, amongst others, to determine the progress of the implementation plan as well as identify blockages that impede effective implementation and advise the Municipal Manager and Council accordingly. In addition stakeholders in the process e.g. trade unions will also be involved in the monitoring and evaluation of the plan.
- 7.2 Managers also play a key role in the monitoring and evaluation of the plan. To this extent, one of the criteria for performance assessment of managers will be the extent to which the Employment Equity Plan has been implemented. The Manager: Corporate Services will quarterly provide the managers with up to date information on the implementation of the Employment Equity Plan in their respective Departments.
- 7.3 Annual reporting will be done on the following basis:
- a. Firstly, a comprehensive report will be submitted to the Department of Labour in terms of the Act; and
  - b. Secondly, quarterly reports to Council will also reflect progress made in this regard.
  - c. Report to Management Committee for Performance measurement

## **8. DISPUTE RESOLUTION**

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- 8.1 Disputes about the interpretation or implementation of the Employment Equity Plan will first be dealt with internally.
- 8.2 Should the dispute not be resolved internally, individuals will have recourse to the other relevant dispute resolution mechanisms. Disputes that involve unfair discrimination will have to be referred to the CCMA. The dispute must be referred in writing to the CCMA within six months after the act or omission that allegedly constitutes unfair discrimination. Disputes that involve unfair dismissals must be referred to the appropriate bodies for conciliation and arbitration or adjudication in terms of the Labour Relations Act.
- 8.3 The existing grievance procedures will be used for dealing with individual disputes.
- 8.4 Collective disputes will be settled in the South African Local Government Bargaining Council.
- 8.5 The internal dispute resolution mechanisms will be monitored and refined over time.